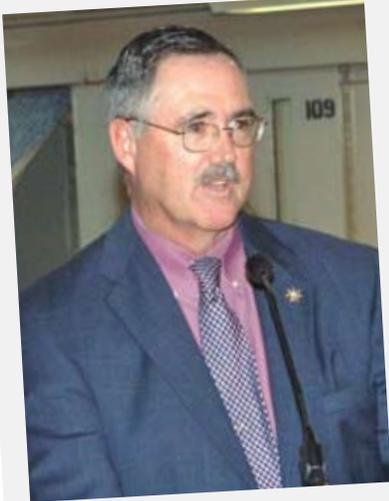




Prison Reforms: **Achieving Results**



Message from CDCR Secretary James E. Tilton:



In the past year since lawmakers agreed on a comprehensive corrections overhaul and Governor Arnold Schwarzenegger signed Assembly Bill 900, the California Department of Corrections and Rehabilitation has made great progress. As this document illustrates, there is a significant amount of oversight and direction that has been provided to this agency. My staff is fully committed to being responsive and accountable in meeting the benchmarks and expectations that have been laid out. CDCR has kept pace with AB 900 and has completed or is on track to complete each of the 13 progress benchmarks mandated by the bill.

Current prison population trends are down significantly. That trend is an example of the progress underway to reduce overcrowding. Today's prison population is down to 170,000, falling from a record high of 173,479 inmates in October 2006 – a reduction of over 3,000 inmates, or enough to fill one full prison.

The declining inmate population has been followed by a reduction in the number of beds in non-traditional housing like gymnasiums, day rooms or other areas not intended as sleeping areas. As of March 2008, there were 15,744 inmates living in such areas, down from 19,618 in August 2007. Another 1,500 non-traditional beds are scheduled to be deactivated in the coming months. CDCR is also expected to break ground on 6,050 beds at four prisons and a 500-bed reentry facility in Stockton, San Joaquin County by the end of 2008.

Implementing positive change in such a massive organization is a monumental task. However, I have full confidence that the staff and reforms we have in place are steadily improving the operations of California's prison system. There has been a seismic shift of focus that is geared toward reinforcing the "R" in CDCR. In the past year we have increased community treatment beds by 40%, to nearly 7,000. California is finally embracing research that has shown that it is time for a change in thought and direction. My executive team is currently drawing from and implementing a myriad of recommendations from the Expert Panel, the Governor's Strike Teams, the Legislature, and numerous other reports.

Today we are moving away from solely housing inmates in remote prisons until the date when they must be released, and toward a new model that seeks to rehabilitate offenders in our custody so that we can return them to their home communities better off than when they arrived. The new corrections model that California is developing is evidence-based, and rehabilitation programs are being tailored to meet the offenders' needs. These programs will be delivered in prison, during transition in reentry facilities, and post-release while on parole. It is this type of comprehensive model that will provide lasting results and reduce recidivism rates.

It is my hope that the progress that is currently being made will continue in coming years, and that California's correctional system will ultimately be a model for others to follow. The success of this reform movement would not have been possible without the active involvement of local community partners, law enforcement, stakeholders and legislators engaged every step of the way. We have come very far this past year, and I am confident that if we can maintain this coalition of support for comprehensive criminal justice reform, we will continue to achieve results that will improve public safety well into the future.



"Emergency Beds" with triple-bunks in a prison gymnasium

Lawmakers provide road map to reform...

Governor Schwarzenegger signs the historic prison reform agreement

Governor Arnold Schwarzenegger signed a historic and comprehensive corrections overhaul on May 3, 2007. The bipartisan legislation, Assembly Bill 900 (Solorio; D-Anaheim), provides resources to improve public safety by reducing the rates at which inmates re-victimize communities and return to prison.

This legislative road map to reform provides short-term and long-term solutions designed to help alleviate the overcrowding crisis plaguing California's prison system. The reforms also allow the newly reorganized California Department

of Corrections and Rehabilitation (CDCR) to re-focus efforts on innovative and evidence-based programs both in prison and post release.

AB 900 contains aggressive benchmarks for construction, rehabilitation, and oversight. CDCR is on an accelerated track to complete the state's ambitious reform proposal.

This publication illustrates the significant progress underway toward a new model that focuses on effective rehabilitation, while actively engaging local communities and law enforcement as partners in the criminal justice system.

AB900: Providing Solutions Progress In Action

The reform elements that make up the foundations of AB 900 take into account short and mid-term solutions to overcrowding as well as seismic philosophical shifts to achieve long-range results.

PHILOSOPHICAL SHIFT: Focusing on the “R” in CDCR

California has convened an expert panel of the best and brightest minds across the country on corrections reforms, delegated “Strike Teams” to form practical plans for implementing their recommendations, and set up a structure to ensure that evidence-based principals are used in prisons. All of this expertise is being harnessed to ensure that inmates are assessed and put on a pathway toward rehabilitation during their incarceration. From reception center through reentry facility to post-release, CDCR is focusing on rehabilitation as a means to reduce recidivism and improve public safety.



Governor Schwarzenegger appointed Kathy Jett to the newly created, rehabilitation focused position of Undersecretary for Programs to implement reforms

SHORT-TERM: Out-of-State Inmate Transfers Provide Breathing Room

Temporary out-of-state inmate transfers are the most immediate means to reduce overcrowding. To date these transfers have provided much-needed breathing room in overcrowded prisons. Out-of-state transfers are on schedule to meet the June 30, 2008 goal of 4,700. A total of 3,178 inmates were housed out-of-state, as of mid-March 2008. CDCR has now signed contracts for 8,132 out-of-state beds, meeting its goal. As a result of out-of-state transfers and other population reduction measures, overcrowding has been significantly reduced. “Bad beds” have declined by about 3,500 in the past year. There were 15,744 of these nontraditional prison beds in use the week of March 19, 2008. These population reductions have allowed CDCR to:

- Deactivate housing in 13 gymnasiums;
- Remove beds in day rooms/TV rooms at six prisons; and,
- Reduce overall “bad beds” and overcrowding by 3,531 inmates.



More than 3,000 inmates have been transferred to out-of-state facilities, reducing overcrowding in California prisons

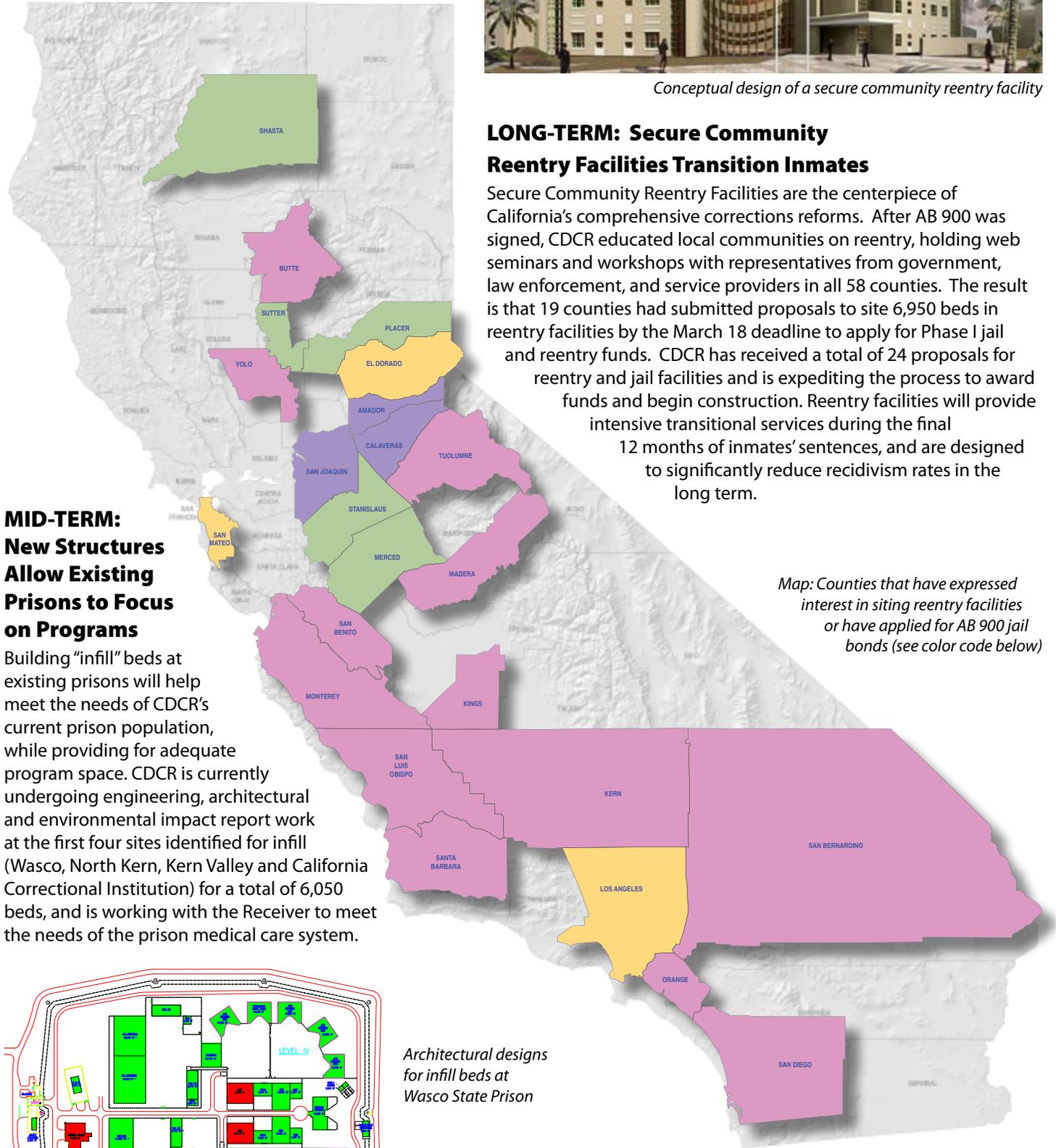


Conceptual design of a secure community reentry facility

LONG-TERM: Secure Community Reentry Facilities Transition Inmates

Secure Community Reentry Facilities are the centerpiece of California's comprehensive corrections reforms. After AB 900 was signed, CDCR educated local communities on reentry, holding web seminars and workshops with representatives from government, law enforcement, and service providers in all 58 counties. The result is that 19 counties had submitted proposals to site 6,950 beds in reentry facilities by the March 18 deadline to apply for Phase I jail and reentry funds. CDCR has received a total of 24 proposals for reentry and jail facilities and is expediting the process to award funds and begin construction. Reentry facilities will provide intensive transitional services during the final 12 months of inmates' sentences, and are designed to significantly reduce recidivism rates in the long term.

Map: Counties that have expressed interest in siting reentry facilities or have applied for AB 900 jail bonds (see color code below)



MID-TERM: New Structures Allow Existing Prisons to Focus on Programs

Building "infill" beds at existing prisons will help meet the needs of CDCR's current prison population, while providing for adequate program space. CDCR is currently undergoing engineering, architectural and environmental impact report work at the first four sites identified for infill (Wasco, North Kern, Kern Valley and California Correctional Institution) for a total of 6,050 beds, and is working with the Receiver to meet the needs of the prison medical care system.



Architectural designs for infill beds at Wasco State Prison

Reentry Facility Authorized. Planning Underway	Reentry Facility Sites Proposed	Reentry Preference Requested. Site Not Yet Identified	Applying For AB 900 Jail Bonds
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AB900 Benchmarks: Achieving Results

AB 900 provides authorization to build up to 40,000 state prison beds and up to 13,000 local jail beds in two phases. In total, \$2.4 billion has been authorized for up to 16,000 infill beds and \$300 million for infrastructure, while \$2.6 billion is allocated for up to 16,000 reentry program beds and \$1.14 billion for up to 8,000 medical, mental health, and dental program beds. The original bed plan has been revised and refined to ensure that every new bed built will be accompanied by related treatment and program space, as directed by AB 900.

Benchmarks

Progress: Phase I

Construction Funds for up to 40,000 Beds Tied to Meeting Benchmarks

AB 900 construction is slated to be completed in two phases, both of which are contingent on meeting rehabilitation benchmarks.



Proposed architectural renderings for the Northern California Reentry Facility in Stockton

Benchmark: 1

Progress Projected completion: Dec. 2008

At least 4,000 beds authorized in AB 900 are under construction.

Four of the first AB 900 infill projects are planned for ground breaking by December 21, 2008. These projects are Kern Valley, North Kern, Wasco and California Correctional Institution at Tehachapi. Together, they will include 6,050 beds.

Benchmark: 4

Progress Projected completion: Dec. 2008

2,000 of 4,000 Substance Abuse Treatment (SAT) slots are established with aftercare in the community.

CDCR has identified the prisons at which the first 2,000 Substance Abuse Treatment (SAT) beds will be located. They include:

- California Correctional Institution level I (50 beds);
- California Institution for Men level I (250 beds);
- Valley State Prison for Women level I/IV (250 beds);
- Central California Women's Facility level I/IV (250 beds);
- California State Prison, Solano level II (500 beds);
- Sierra Conservation Center level I (250 beds);
- Avenal State Prison level II (250 beds); and,
- Leo Chesney Community Correctional Facility (200 beds).

These programming slots will be located in

Benchmark: 2

Progress Projected completion: Dec. 2008

First 4,000 beds authorized by AB 900 include space and provide opportunities for rehabilitation services for inmates.

Of the first four projects, 2,850 beds are to be built as reception center beds. These beds do have diagnostic and treatment areas but do not include full programming. The beds to be constructed in non-reception spaces will provide for full programming and rehabilitation services. Of the balance of the first 6,050 beds, 3,000 beds will be built with full programming, and will provide for a transition plan to relieve several institutions from reception center activities, returning unused space back to provide full programming. The remaining 300 beds in the first 6,050 bed increment are Administrative Segregation beds. All beds proposed after the first three sites are non-reception center, non-Administrative Segregation beds.

modular buildings provided by the Prison Industry Authority (PIA). Construction is being expedited with a goal of initiating programming prior to December 2008, though interim programming space is also under consideration should planned modular buildings not be ready by the target date.

Work will soon be initiated to secure 1,000 slots for substance abuse aftercare in the community. These services will be procured from community-based providers using current processes and practices.

Benchmark: 3

Progress Projected completion: Dec. 2008

At least 2,000 of the original Reentry beds are under construction or sited.

CDCR has met its requirement to site 500 of the proposed 2,000 reentry bed milestone with its proposed conversion of the Northern California Women's Facility in Stockton, San Joaquin County. Based on the utilization of CDCR's 500-bed prototype, CDCR must site the remaining 1,500 beds at approximately three sites. CDCR had received proposals from 19 counties to site 6,950 reentry beds by the deadline to apply for Phase I funds, in excess of this milestone amount. CDCR believes it will have multiple sites identified including finalization of purchase agreements by December 31, 2008.

Benchmark: 5

Progress Completed

Prison institutional drug treatment slots average at least 75% participation over the previous six months.

As of the end of December 2007, there were 9,669 in-prison substance abuse treatment slots operating at almost 94% capacity. This rate takes into consideration all substance abuse slots, not just the new 2,000 substance abuse slots. This measure is currently being met, and will continue to be sustained above the 75% participation level.

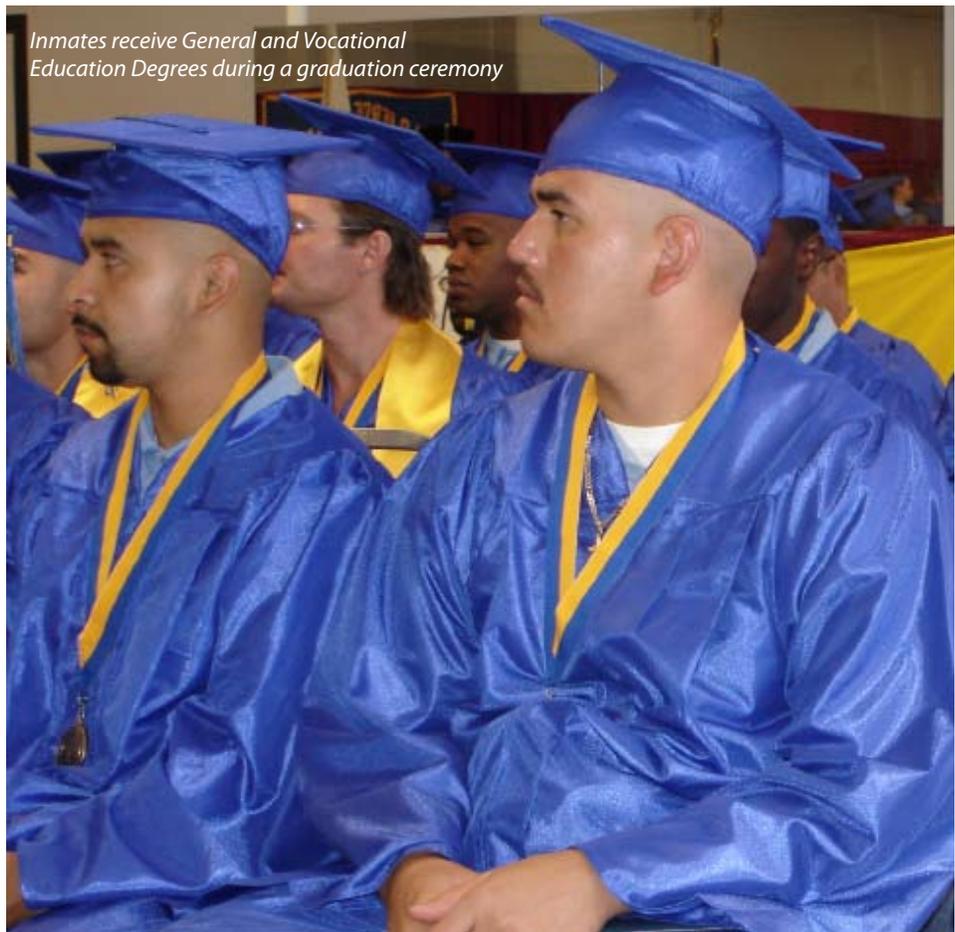
Benchmark: 6

Progress Projected completion: Dec. 2008

CDCR implements an inmate assessment at reception centers, and has used the assessment to assign inmates to rehabilitation programs for at least six consecutive months.

CDCR began using the Correctional Offender Management Profiling Alternative Sanctions (COMPAS) instrument to assess select inmates at all reception centers on November 5, 2007. The current assessment process targets inmates with new commitments and parole violators with new terms, with longer than 240 days to serve. Resources are not currently available to conduct assessments on this entire target population. As of February 1, 2008, almost 5,400 assessments had been completed. The Governor's proposed budget for fiscal year 2008-09 includes resources to increase the number of assessments conducted.

The current classification and endorsement process is under review to enable use of COMPAS assessment information in making inmate assignments to prisons and programs. Resources are also included in the Governor's proposed budget for this purpose.



Inmates receive General and Vocational Education Degrees during a graduation ceremony

Benchmark: 7

Progress Projected completion: April 2008

CDCR develops an Inmate Treatment and Prison-to-Employment Plan.

The Governor's Rehabilitation Strike Team worked with CDCR to lay the groundwork for a "prison to employment continuum" to directly link behavioral, academic, and vocational education to job skills and available job opportunities in the community. To develop this continuum, they reviewed various model prison-to-employment programs from around the nation and identified the key components of successful programs.

CDCR is now developing a new program called New Start, which is modeled after the Texas Project RIO (Re-Integration of Offenders) program. New Start will:

- Utilize linkages with existing workforce programs and systems, such as local workforce investment boards;
- Prepare standard "pre-employment" documents to expedite eligibility for employment and link ex-offenders to jobs; and

- Assess current academic and vocational programs to ensure that they are aligned with outside labor markets, and are filling voids in the specific communities to which offenders will return.

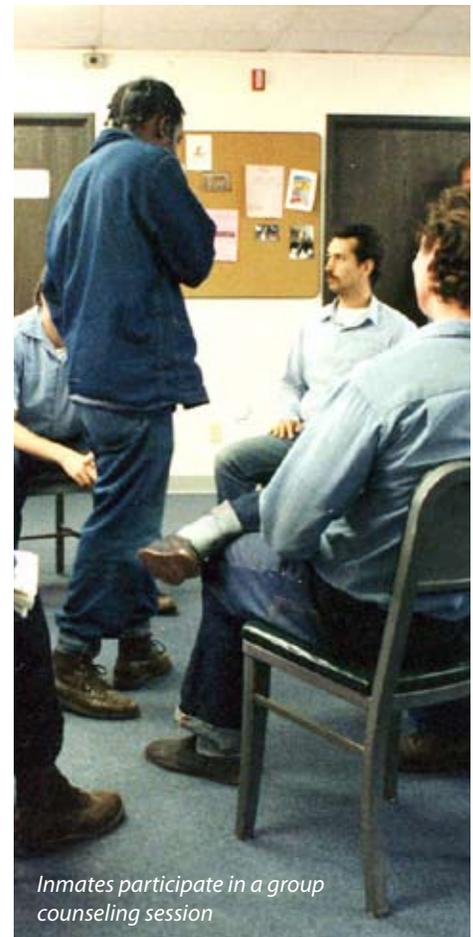
A prison-to-employment plan that fully describes these efforts has been completed and will be submitted to the Legislature during April 2008.

Benchmark: 8

Progress Projected completion: June 2008

At least 300 parolees are being served in day treatment or crisis care services.

CDCR's parole division is utilizing funds through the Recidivism Reduction program in the amount of \$4 million in this fiscal year to provide services through cash assistance to 300 mentally ill parolees in their local communities. The cash assistance is being used statewide to provide temporary housing, rehabilitation services and crisis beds. The parole division is on schedule to serve 300 parolees by June 30, 2008.



Inmates participate in a group counseling session



Cadets graduate from the correctional training academy

Benchmark: 10B	
Progress	Completed
CDCR develops and implements (by Jan. 15, 2008) a plan to address management deficiencies within the department.	

CDCR submitted a management plan to the legislature on Jan. 15, 2008 to enhance management capabilities and achieve optimum managerial success by:

- (1) Filling key management vacancies utilizing a streamlined process;
- (2) Improving lines of accountability through performance measurements and reviews;
- (3) Standardizing and integrating business processes, such as reforming procurement, contracting and capital outlay procedures;
- (4) Improving communication and information sharing within the Department; and,
- (5) Aggressively implementing comprehensive plans for management of the prison inmate and parole populations.

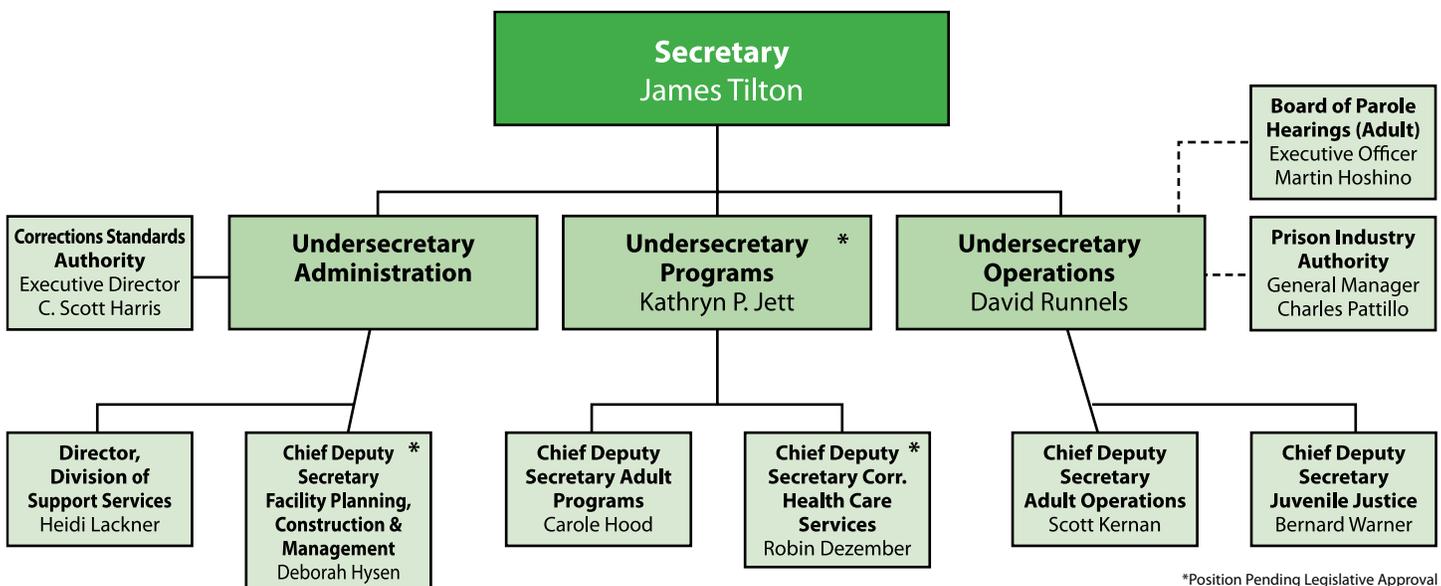
Benchmark: 9	
Progress	Completed
California Rehabilitation Oversight Board (C-ROB), created pursuant to AB 900, is in operation for at least one year, and reviewing the CDCR's programs.	

The C-ROB was established and held their first meeting June 19, 2007. Four additional meetings have been held since that time. C-ROB has also released two reports, dated July 15, 2007 and January 15, 2008, as required by AB 900. It is anticipated that this measure will be met.

Benchmark: 10A	
Progress	Completed
Minimum of 75% of managerial positions are filled for at least six months.	

In December 2007, CDCR had 110 career executive assignment or exempt positions at the level of warden/superintendent and above. Of these positions, there are currently 25 vacancies, of which 11 are pending appointment. CDCR's organizational structure has evolved to meet the many challenges currently facing the largest agency in state government. With a majority of CDCR's management team now in place and fully committed to prison reform and rehabilitation, the agency is in position to implement AB 900, and to complete a shift in focus of the organization [see organizational structure below].

CDCR Organizational Structure



*Position Pending Legislative Approval



Inmates participate in Prison Industry Authority's carpentry apprenticeship program



Governor Schwarzenegger speaks to female Prison Industry Authority carpenters during their graduation

Benchmark: 12A

Progress Completed

CDCR develops and implements a plan to obtain additional rehabilitation services pursuant to AB 900.

CDCR recently submitted a plan to the Legislature detailing efforts to obtain additional rehabilitation services for inmates and parolees. The plan addresses:

- Development of a master plan for rehabilitative programming;
- Infrastructure development (i.e., facility space, human resources, and staff training);
- Increasing rehabilitative programming in specified areas (i.e., substance abuse programs and mental health day treatment and crisis beds);

- Changing the approach to delivering rehabilitation and treatment services (based on the Expert Panel's recommended California Logic Model) [see chart on page 11]; and,
- Obtaining rehabilitative programming for inmates in the correctional system, including prisons, secure community reentry facilities, and in local communities during and after parole.

CDCR is using a three-track approach to increase programming: (1) increasing utilization of existing academic and vocational programs; (2) testing the logic model through the "Pathways to Rehabilitation Project;" and (3) rolling out the added components of the "Pathways to Rehabilitation Project" at all prisons and other sites.

Benchmark: 11

Progress Projected completion: Dec. 2008

CDCR increases full-time participation in inmate academic and vocational education programs by 10% from the levels of participation on April 1, 2007.

As of April 1, 2007, the baseline number of hours of inmate participation in academic and vocational programs are:

- Academic hours = 787,316; and,
- Vocational hours = 527,607

This means that the current rate of inmates actually participating in programs in which they are enrolled is 50% for academic and 42% for vocational education. A major initiative is underway to increase utilization of existing program capacity. As part of the "Pathways to Rehabilitation Project," and other initiatives CDCR is reducing time spent in lockdown at prisons and increasing time spent in classrooms. CDCR is on track to achieve and exceed this benchmark by the end of 2008.

Benchmark: 12B

Progress Projected completion: June 2008

Vacancy rate for positions dedicated to rehabilitation and treatment services in prisons and parole offices (excluding medical, dental and mental health) are greater than the statewide vacancy rate for all state prisons.

CDCR's Division of Adult Programs has identified rehabilitation and treatment job classifications and is dividing employees into the categories of custody, rehabilitation and treatment, and administrative. Based upon these definitions, Adult Programs is in the process of determining the appropriate reporting dates, vacancy rates on those dates, and the comparable statewide vacancy rate. At this point, CDCR can report that the statewide vacancy rate for the prior periods reviewed range from about 14% to 17%. The next steps will be to:

- (1) Complete the baseline data collection for Adult Programs; and,
- (2) Work with Division of Adult Parole Operations (DAPO) to define job classifications meeting the rehabilitation and treatment services definition.

Projected Completion Date: June 30, 2008.

Benchmark: 13

Progress **Completed**

CDCR reviews existing parole procedures.

CDCR's Division of Adult Parole Operations has reviewed existing policies and procedures guided by recommendations outlined in reports from the Expert Panel, Little Hoover Commission, the 2005 Independent Review, and the performance benchmarks identified in AB 900. As a result of the review, the parole division has:

- Aligned field decisions to improve the consistency of the discharge recommendations for select non-violent and non-serious parolees at 12 months, and other offenders at 24 months, who have demonstrated good behavior and been violation free. This will help

to ensure that recommendations are made in accordance with current state law;

- Developed a decision-making matrix instrument designed to improve consistency at the agent and supervisor level when faced with a violation of the terms and conditions of parole or the commission of a new crime. This instrument is also designed to guide agents and supervisors to consider programming and remedial sanctions at all phases of the revocation process. Field training and testing of the tool is anticipated to begin in April 2008.
- Developed an incentive-based "earned discharge" program designed to allow certain non-violent, non-serious parolees to be rewarded for positive, violation-free behavior with a possible referral to the Board of Parole

Hearings for discharge consideration. An important aspect of this program is the development of a validated tool to assess a parolee's risk for violent recidivism. The parole division has worked with Dr. Joan Petersilia and UC Irvine to develop such an instrument specific to California, which is currently being reviewed by the CDCR Office of Research, and field testing began in April 2008; and,

- Presented multiple reorganization strategies designed to improve field level supervision, personnel accountability, and training of field agents, while examining regional support staff, supervisory and administrative personnel throughout the organization. All proposals have varying fiscal implications, and are currently being considered by the CDCR executive and budget teams.

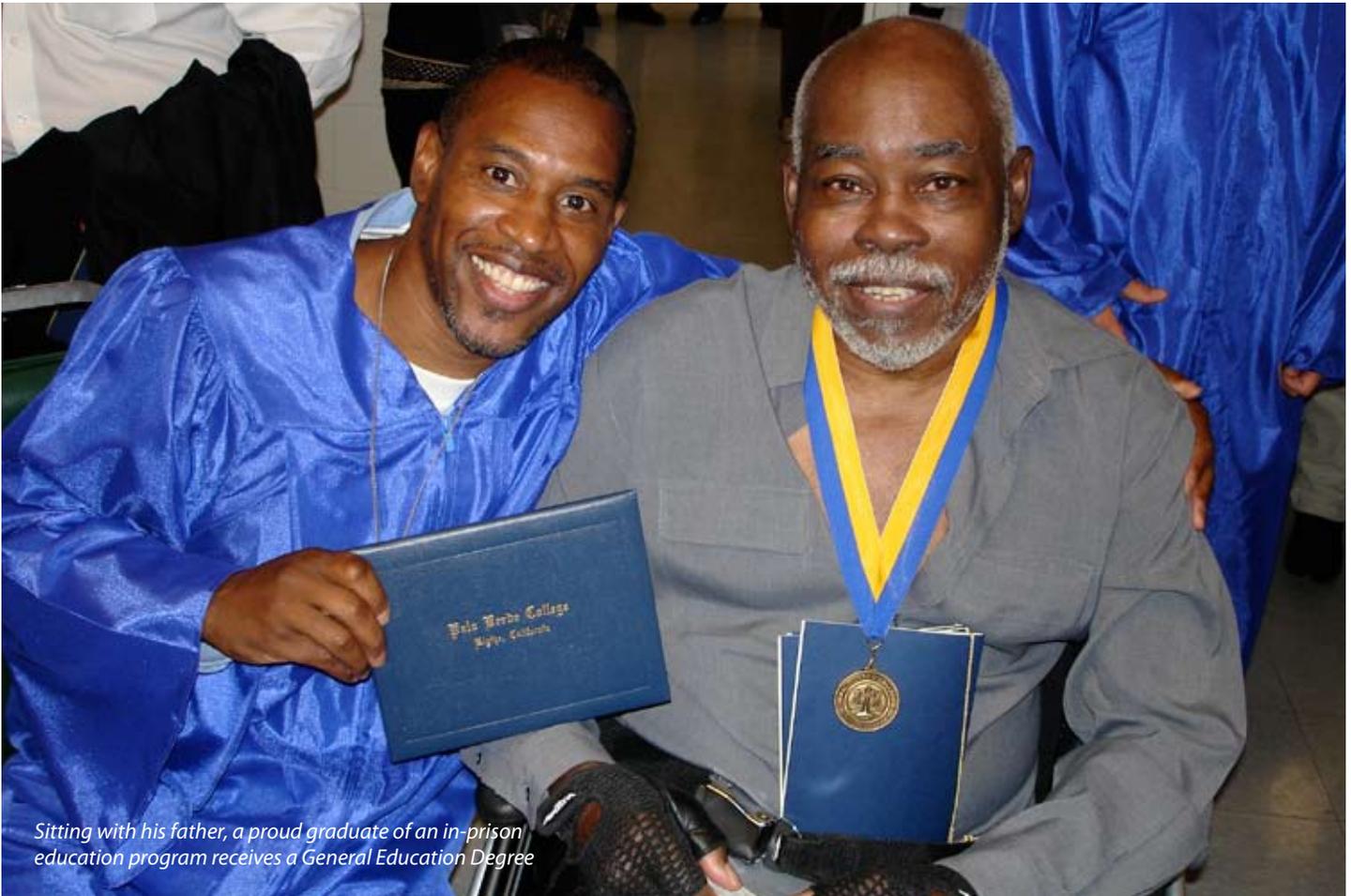
Benchmarks

Phase II

Phase II construction is planned for a total of up to 16,000 beds. Of these 16,000 beds, 6,000 will be within existing CDCR institutions and the remaining 10,000 will be reentry beds anticipated to be located in communities throughout the state. The Phase II projects include up to:

- 4,000 beds within or adjacent to existing CDCR institutions plus support buildings, and programming space for rehabilitative programming, such as vocational, substance abuse treatment, employment programs, and pre-release planning for inmates;
- 2,000 beds for medical, dental, mental health treatment or housing;
- 10,000 beds for the reentry program, anticipated to be located in communities throughout the state.

Focusing on the “R” in CDCR



Sitting with his father, a proud graduate of an in-prison education program receives a General Education Degree

The California Department of Corrections and Rehabilitation (CDCR) has a comprehensive approach to increasing effective offender rehabilitative programs that will contribute to offender success upon return to their home community, reduce recidivism, and improve public safety. This plan will:

Increasing Utilization of Existing Resources

CDCR has developed a plan to increase rehabilitation programming in two phases:

- In Phase I, CDCR is increasing utilization of existing programming resources and maximize offender participation in current programs;
- In Phase II, CDCR will increase capacity through redirection of resources or by requesting new resources and space, as needed.

Provide For Integrated “Pathways to Rehabilitation Project”

- This integrated rehabilitation

model will demonstrate and test implementation of a California Logic Model [see chart on pg. 11] recommended by the Expert Panel on Adult Offender Recidivism Programming. The project will provide an integrated program including use of secondary assessments tools, and preparation of an offender case plan, and will offer at least one program from each of the six core program components. The project will be piloted using a reception center (Deuel Vocational Institution), a general population institution (California State Prison, Solano), a Secure Community Reentry Facility (Northern California Women’s Facility) and a parole region (Region I) for a period of approximately two years.

Additional Accomplishments:

- Upwards of 2,000 beds for substance abuse treatment have been sited at

eight institutions. The last program site will be installed by December 2008. All eight sites will identify alternative locations to provide the program if modular space is delayed. CDCR expects some contracts may be in place as early as the Fall of 2008;

- Given current participation rates, CDCR fully expects to meet the 75% participation rate for substance abuse treatment as required by AB 900. In December 2007, participation in the Substance Abuse Treatment program was 9,086 (94 percent) with 9,669 slots available;
- CDCR has begun using the Correctional Offender Management Profiling Alternative Sanctions (COMPAS) assessment tool at all 12 reception centers. At the present time, only a portion of the new commitments being received are having an assessment completed, due to the limited number of

staff performing the assessment. However, most offenders leaving prison to parole will receive a COMPAS assessment;

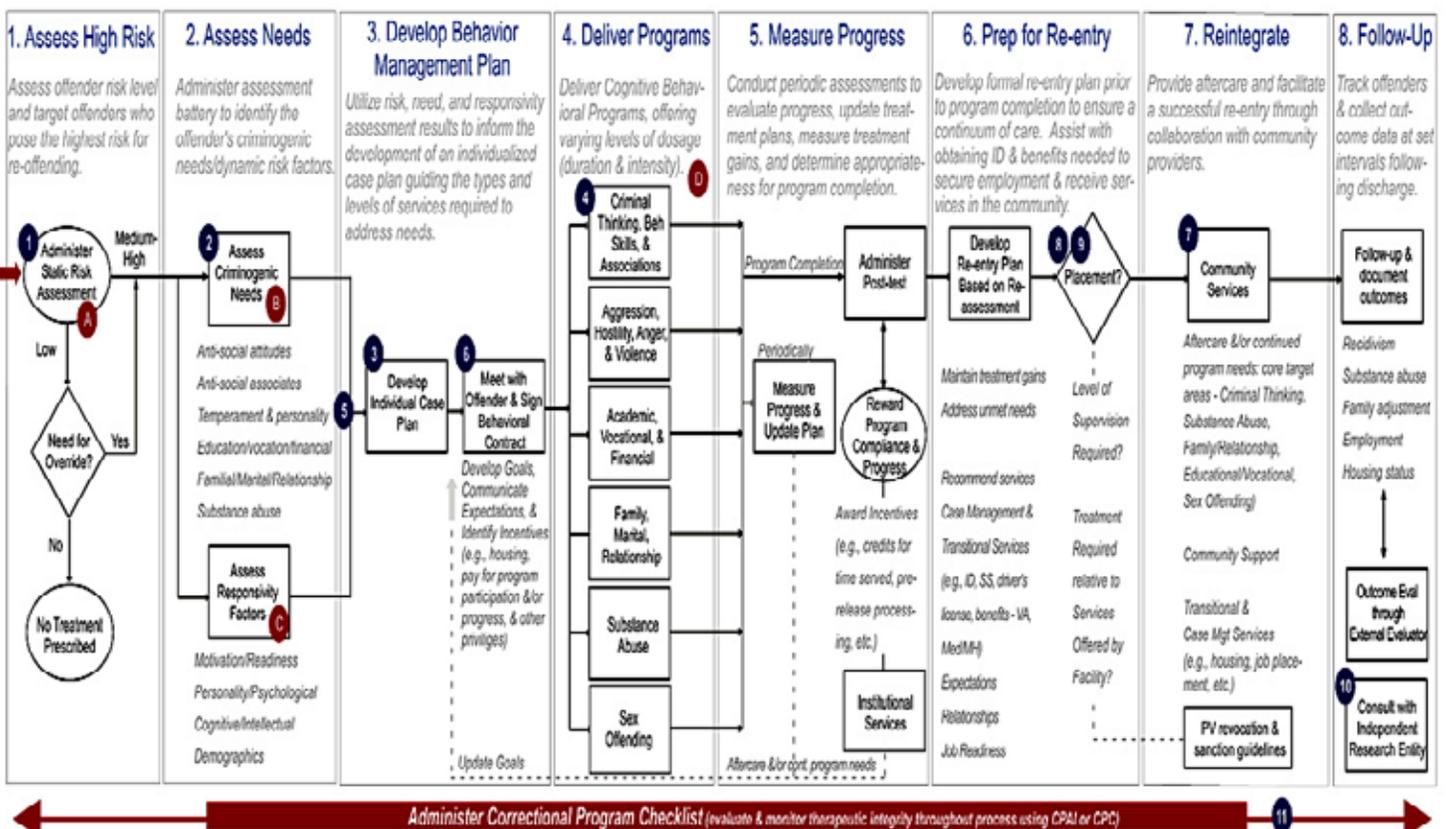
- The teacher hiring and retention plan has been implemented and now:
 - The teacher workforce has been increased from 1,217 to 1,392 over the prior year;
 - Successful negotiation of teacher pay parity is equal to school districts.
- CDCR completed the California Static Risk Model project, resulting in the state's first validated risk to re-offend tool. This validated risk tool will now be incorporated into the COMPAS assessment as well as other departmental risk assessment tools such as parole earned discharge, parole violation matrix, and Board of Parole Hearings risk assessments;
- An assessment is currently underway to review infrastructure and support needs related to new program development (i.e., facility space, staffing needs, and staff training);
- CDCR is developing a system

of participation incentives to encourage inmate participation in and achievement of identified goals/ milestones. CDCR is developing a plan using information from a variety of sources (e.g., data collected from other states, substance abuse program practices, and wardens) to create a menu of core incentives and optional best practices. Incentives include reinstatement of the previous privilege card system, enhanced yard time, night yard, expansion of visiting, additional quarterly packages, additional canteen draw, first to access canteen, and many others. This effort is currently underway in partnership with Adult Programs and the Division of Adult Institutions. Executive approval of the program participation incentive plan is anticipated in mid 2008. This is a key part of the effort to increase utilization of existing program resources.



CDCR kicked off its prison-to-employment program, California New Start, in January 2008. This new partnership between CDCR, the California Workforce Investment Board, and the Employment Development Department will begin to match employers and offenders for jobs.

California Logic Model



AB 900 Benchmarks

Benchmark	Deliverable	Current Status	Completion
1	At least 4,000 beds authorized in AB 900 are under construction.	Four of the first AB 900 infill projects are planned for ground-breaking by the end of the year. These projects together will include 6,050 beds.	Projected for completion: December 2008
2	First 4,000 beds authorized by AB 900 include space and provide opportunities for rehabilitation services for inmates.	3,000 of the 6,050 beds from the first four infill projects planned will be built with full programming, and will provide for a transition plan to relieve several institutions from reception center activities, returning unused space back to provide full programming.	Projected for completion: December 2008
3	At least 2,000 of the original Reentry beds are under construction or sited.	CDCR has identified 500 of the 2,000 reentry bed milestone with the proposed conversion of NCWF (Stockton) and is actively engaged in securing multiple sites by June of this year.	Projected for completion: December 2008
4	2,000 of 4,000 Substance Abuse Treatment (SAT) slots are established with aftercare in the community.	CDCR has identified the prisons at which the first 2,000 beds will be located. Another 1,000 slots will soon be secured for substance abuse aftercare in the community, procured from community-based providers.	Projected for completion: December 2008
5	Prison institutional drug treatment slots average at least 75% participation over the previous six months.	As of the end of December 2007, there were 9,669 in-prison substance abuse treatment slots operating at almost 94% capacity and exceeding the benchmark. This measure is being met and it is anticipated that it will continue to be met.	Completed: December 2007
6	CDCR implements an inmate assessment at reception centers, and has used the assessment to assign inmates to rehabilitation programs for at least six consecutive months.	The COMPAS instrument is being used by CDCR to assess select inmates at all reception centers as of November, 2007. By 2/1/08, almost 5,400 assessments were completed. The Governor's budget for FY 2008-09 includes resources to increase the number of assessments conducted.	Projected for completion: December 2008
7	CDCR develops an Inmate Treatment and Prison-to-Employment Plan.	CDCR is now developing a new program for Prison-to-Employment called New Start which is modeled after a similar plan proven successful in Texas.	Projected for completion: April 2008
8	At least 300 parolees are being served in day treatment or crisis care services.	CDCR is utilizing funds through the Recidivism Reduction program in the amount of \$4 million in this fiscal year to provide services through cash assistance to 300 mentally ill parolees in their local communities.	Projected for completion: June 2008
9	California Rehabilitation Oversight Board (C-ROB), created pursuant to AB 900, is in operation for at least one year and reviewing CDCR's programs.	The C-ROB was established and held their first meeting June 19, 2007. Four additional meetings have been held since that time.	Completed: July 2008
10	CDCR develops and implements (by Jan. 15, 2008) a plan to address management deficiencies within the department.	CDCR submitted a management plan to the Legislature on Jan. 15, 2008 which describes management enhancements to optimize managerial success.	Completed Jan. 15, 2008
	Minimum of 75% of managerial positions are filled for at least six months.	In December of 2007, CDCR had 110 career executive assignment or exempt positions, of these there are currently only 25 remaining vacancies and 11 of those are pending appointment.	Completed Jan. 15, 2008
11	CDCR increases full-time participation in inmate academic and vocation education programs by 10% from the levels of participation on April 1, 2007.	CDCR has begun a major initiative to increase utilization of existing program capacity. An initiative description has been developed and is being implemented in order to achieve/exceed this measure by the end of the calendar year.	Projected for completion: December 2008
12	CDCR develops and implements a plan to obtain additional rehabilitation services pursuant to AB 900.	CDCR recently submitted a plan to the Legislature which details efforts to obtain additional rehabilitation services for inmates and parolees.	Projected for completion: February 2008
	Vacancy rate for positions dedicated to rehabilitation and treatment services in prisons and parole offices (excluding medical, dental and mental health) are no greater than the statewide vacancy rate for all state prisons.	CDCR has identified rehabilitation and treatment job classifications and is suggesting that employees be divided into custody, rehabilitation, treatment and administrative categories. Based on these definitions, CDCR is determining appropriate reporting dates, vacancy rates on those dates, and the comparable statewide vacancy rate.	Projected for completion: June 2008
13	CDCR reviews existing parole procedures.	CDCR has performed a review of existing parole procedures and presented multiple reorganization strategies designed to improve field level supervision, personnel accountability, and training of field agents.	Completed: February 2008

Infill Beds: Reducing Overcrowding and Increasing Rehabilitation

Lawmakers passed AB 900 in response to the severe overcrowding crisis in California's prison system. This legislation authorizes construction of up to 16,000 beds at existing facilities, which will allow CDCR to deactivate gymnasiums and day rooms that were never designed to house inmates. New construction has been carefully crafted to account for the state's immediate need to reduce overcrowding, as well as the projected needs of the prison population going forward. The infill bed plan in AB 900 was reviewed by the Governor's Strike Team to ensure that construction will:

- Provide for full program space;
- Take into account local issues such as Valley Fever; and,
- Work in coordination with the needs of the Medical Receiver.

CDCR's infill bed plan is designed to accomplish the AB 900 objectives of reducing overcrowding and increasing access to rehabilitation, and has been revised with long-term goals and needs in mind:

- The proposal will allow for "bad beds" in places like gymnasiums, day rooms, and classrooms to be taken down, and used for rehabilitation;
- Unlike the original proposal which focused on creating more than 16,000



Before and after pictures: A gymnasium at Solano State Prison that previously housed more than 225 inmates is now being prepared for recreational use and rehabilitation programs as part of the "Pathways to Rehabilitation Project"

beds as quickly as possible with limited rehabilitation space, the revised plan will allow for approximately 13,000 beds with full program space;

- The plan focuses on building to the highest security level to provide long-term flexibility. The addition of more celled capacity will decrease the gap in celled housing needed for high-end offenders;
- Since the new facilities will primarily be stand-alone facilities, they will be able to maintain the standard operational model;
- The modified plan will include the addition of more reception beds to free up unused program space at prisons handling reception functions.

Infill Beds Scheduled

CDCR is scheduled to break ground on

6,050 CDCR infill beds at four prisons in the fourth quarter of 2008. The California Environmental Quality Act (CEQA) process has already started on:

- 1,000 Level II beds at Kern Valley State Prison;
- 950 Reception Center beds at North Kern State Prison;
- 950 Reception Center beds and 950 Level IV beds at Wasco State Prison;
- 2,200 beds at the California Correctional Institution at Tehachapi – 950 Reception Center beds, 950 Level IV beds and 300 Administrative Segregation beds.

The new infill bed plan will maximize space at existing institutions, help to relieve short-term overcrowding, and meet the expected needs of California's prison system going forward.

Building Outside the Box



CDCR is developing a "Share Point" web portal with the goal of increasing communication with state agencies, legislative representatives, private partners and community members in the design, planning and construction of reentry and infill bed projects. Collaborating with external stakeholders in this virtual environment is a key aspect of CDCR's new and innovative approach to managing this massive public works program. Reports, public meetings, and updates on activities will all be posted on this site, and private entities interested in bidding on projects will be able to access bid and contract documents directly through this portal.

Reentry: The Centerpiece of Real Reform



Governor Schwarzenegger signs legislation SB 943, authorizing the conversion of the Northern California Women's Facility into a Reentry Facility

Transitioning, Not Just Transferring Inmates

Secure Community Reentry Facilities are the rehabilitation centerpiece of AB 900, and are key to transitioning ex-offenders from prison back to their home community. Reentry facilities are to be built in the local community where an offender is by law required to return, and will provide intensive rehabilitation programs during the inmates' final 12 months in custody. Currently, an inmate that leaves prison is sent back to their county of last legal residence with \$200 in gate money, minus the cost of a bus ticket, and little to no prospects for success. The rehabilitative reentry model created by AB 900 is designed to allow for a transition period where an inmate can reconnect with the local community, receive evidence-based programs tailored to meet their needs, and develop a plan for a crime-free life upon release.

Community-Based Option Enhances Successful Reentry of Offenders

Research shows that offenders are more likely to be successful on parole, and less likely to return to prison when they receive intensive programming that is focused on their criminogenic needs and near their local community. Therefore the intensive treatment and rehabilitation programs to be placed in

Secure Community Reentry Facilities are designed to:

- Connect the inmate to community services and support programs; and,
- Provide a continuity of care.

Each reentry facility will be designed in cooperation with local county and/or city officials to meet local needs. CDCR will work closely with local communities to provide treatment interventions supported by evidence-based practices.

Risk and Needs Assessments Critical to Reentry

Risk and needs assessments conducted on inmates selected for reentry will be critical to designing their program. Multiple instruments will be utilized to determine which inmates have a moderate to high risk to re-offend. This group will be a key focus in reentry facilities, and programs will be targeted to meet their needs. Core program that will be delivered in reentry facilities include:

- Academic, vocational and financial education;
- Substance abuse treatment;
- Aggression, hostility, anger and violence management;
- Criminal thinking, behaviors and associations; and,

- Family, marital and relationship assistance.

Individualized case management plans will be developed for each offender that include: specific goals and objectives, programs and services to be provided, expectations and outcomes, time lines for completion of milestones, involvement of familial and community supports, and planning for community reentry and reintegration.

CDCR is also developing a partnership with the California Workforce Investment Board and its existing statewide employment infrastructure to provide an integrated comprehensive employment program to connect offenders to jobs upon release from prison.

Reentry Facilities Improve Public Safety

Secure Community Reentry Facilities are key to achieving the rehabilitative goals laid out in AB 900, and once fully integrated into the prison system, are expected to:

- Increase ex-offenders success on parole;
- Reduce recidivism and re-victimization; and,
- Increase public safety throughout California.

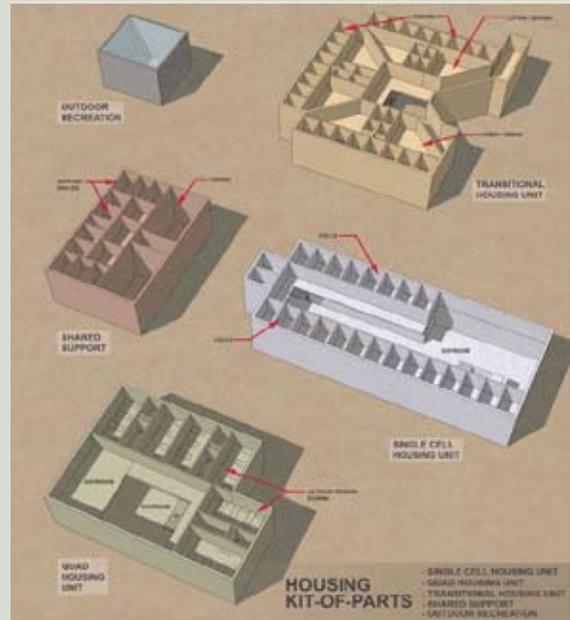
Reentry Designs Facilitate Transition

Interior Design Facilitates Transition

There are some basic principles incorporated into the interior design of reentry facilities that will help inmates transition. The architecture provides a therapeutic environment that facilitates effective rehabilitation and treatment through intensive programs. There are phased housing environments that transition offenders from an institutional setting to the community. The architectural designs are podular to allow flexibility in locating functions based on unique needs. They are also designed to help to transition inmates from:

- Celled housing units, to;
- Quad housing units, to;
- Apartment-like transitional housing structures.

Each transitional step increases an inmates' skills, responsibilities and outcomes. This type of transition through phases is critical to final transition into the community.



Conceptual Designs Adapt to Local Communities

Everything from the outside façade of a Secure Community Reentry Facility to the interior design and the intensive focus on rehabilitative programs is unique compared to a traditional prison. Prototypes have been developed in coordination with a cutting-edge design firm. Conceptual designs will help facilitate dialogues with communities about their unique needs. For instance:

Unobtrusive secure design:

The architectural designs are completely unobtrusive, and are void of towers or barbed wire fences. The building envelope serves as the secure perimeter, and conceptual design renderings have been developed to be compatible and mirror surrounding buildings and styles.

Facilities Adapt to Surroundings:

Multiple architectural models

are available that are designed to harmonize with the existing community and can be adapted based on existing site constraints.

Sized for All Settings:

There are also low-rise, mid-rise, and high-rise models based on the site parameters in local communities. Each is approximately 280,000-300,000 square feet.

- The high-rise model is meant to be sited in an area with a constrained amount of land, and can be sited on 3-5 acres with off-site parking.
- The mid-rise model would require between 8-12 acres with on site parking.
- The low-rise model has 12-15 acres, with on site parking.



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